

DEFINING *leaders*

BY TIFFANY MEYERS
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JOIN US: Join ICAN and more than 1,500 women for the annual ICAN Women's Leadership Conference on April 2, 2008. For information about this and other ICAN leadership programs, visit www.icanomaha.org, call 402.392.0746, or e-mail leaders@icanomaha.org.

Mary Prefontaine
Executive Director, ICAN

Up CLOSE

THE COMPANY: The Institute for Career Advancement Needs (ICAN) is a nonprofit leadership development organization whose programs develop vital, resilient and balanced leaders dedicated to building healthy organizational cultures and communities. ICAN has served more than 15,000 leaders, men and women, from 200 national companies.

- Founded: 1981
- Headquarters: Omaha, Neb.
- Employees: 4 staffers, 12 faculty members and advisors, and a 30-member volunteer board
- Partners: Emergenetics International, FGI International

“What I most love about my work,” says Mary Prefontaine, Executive Director of the Institute for Career Advancement Needs (ICAN), Omaha, “is that it gives me the opportunity to witness a process of transformation—

as people see themselves in new ways, gaining the courage to do what they believe they are meant to do at work, at home, and in the world.” Since joining ICAN in 2006, Prefontaine has advanced its mission to develop vital, resilient, and balanced leaders.

“In fact,” she adds, “my own growth continues because of this work, which is summed up best by Ralph Waldo Emerson: ‘What lies behind us and what lies before us are tiny matters compared to what lies within us.’ For this special section, Prefontaine brings together nine of Omaha’s senior Executives to share their learnings about leadership. In a series of conversations condensed here, these leaders present their thoughts on recruiting talent, on thriving in male-dominated corporate cultures, and on creating sustainable companies and communities.

“In these conversations,” says Prefontaine, “it becomes immediately clear that, diverse as they are, these women share a set of commitments—to diversity, to an inclusive model of leadership, and to an authentic presentation of self. Their dedication to these ideals reflects the ICAN model of leading.”

Ship

Mary shares her thoughts ON...

LEADING FROM THE “INSIDE OUT”...

“To understand leadership, you must understand people—and to understand people, you must understand yourself.” This simple but powerful statement is the foundation that ICAN is built on. ICAN has been developing leaders from the “inside out” for more than 25 years, using a learning model that encompasses the value of the whole individual—their intellect, body, emotion, and spirit.

NEW WAYS OF BEING...

When people participate in an ICAN program, they have the opportunity to exercise and practice new ways of being with people from different industries and different walks of life—shifting

their perceptions of each other in the process.

We use innovative learning instruments, such as Emergenetics®, to help individuals develop their strengths, examine their values and expand their ability to lead in dynamic and complex times.

THE NEXT GENERATION:

A recent study from the Women’s Fund of Greater Omaha reports that the glass ceiling remains a significant barrier to leadership for Omaha’s women. In light of these findings, we believe that it’s all the more important to shine a spotlight on these women leaders, making their successes visible to the nation, the city of Omaha—and to the next generation of leaders who will follow in their footsteps.

MOTIVATED BY: Beauty. Intelligence. Joy.

GUILTY PLEASURE: Veuve Clicquot.

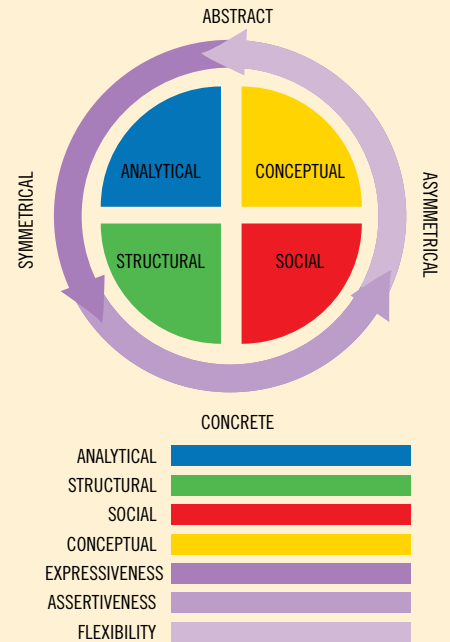
HOPE WRAPPED IN LOVE: In 2007, I spent a month in Africa, working with the Kenyan Children’s Foundation to help build a better community for children suffering due to HIV. In this beautiful country, where more than 33% of the population suffers due to AIDS, I felt most profoundly the idea that hope, wrapped up in love, is the only thing that matters.

MAKING SUCCESS VISIBLE: A recent study by the Women’s Fund of Greater Omaha reports that the glass ceiling remains a significant barrier to leadership for Omaha’s women. In light of this, we believe it’s doubly important to feature these women leaders, making their successes visible to the nation, the city of Omaha—and to the generation that will follow in their footsteps.

NEAR & DEAR: Husband Rob, daughter Jocelyn, stepson Ian, and her ICAN team: Kellie, Mikki and Lisa.

EMERGENETICS® PROFILE: ■ Analytical, 25%; ■ Conceptual, 29%; ■ Structural, 23%; ■ Social, 23%

TRUE COLORS: EMERGENETICS® PROFILING



Emergenetics®, a leadership assessment used by ICAN, is a versatile, scientifically based profiler that analyzes an individual’s genetically, pre-wired thinking and behavioral preferences.

Insights from the assessment can translate into stronger, more collaborative teams, multi-level success strategies, effective leadership tactics and an enhanced sense of job satisfaction.

To find out more and get your own Emergenetics® profile, visit www.icanomaha.org/emergenetics.

ICAN
Institute for Career
Advancement Needs

To learn more about
ICAN, these women, and
their companies,
visit www.icanomaha.org

LAURINE M. GARRITY

Senior Vice President,
Chief Marketing Officer,
TD AMERITRADE



Up CLOSE

With more than 24 years of client marketing and communications experience, Laurine M. Garrity oversees TD AMERITRADE's marketing strategy, including its advertising, brand management and client marketing. When asked to provide her personal definition of "sustainability," she looked beyond its typical association with the environment, connecting the concept to leadership itself. "Sustainability is creating a healthy, well-balanced environment in which one can thrive," she says. "As a leader, creating a sustainable environment is one of my missions."

Laurine shares her thoughts ON...

OPPORTUNITY AT TD AMERITRADE...

TD AMERITRADE's focus on being one of the best-run companies in America presents all associates with opportunity. For women, there are tremendous opportunities to grow and to take on leadership positions throughout the company. One example is our Associate Advisory Council. Its membership—which is 45% women—provides input on corporate initiatives such as benefits and work/life balance.

A MARKETING STRATEGY FOR THE INDUSTRY...

The financial services industry has made strides to improve diversity, but it could still do more to increase the number of women entering the industry. I see a need to market the industry as a place where women can prosper and have life-long, fulfilling careers. We need to evolve the message, so that the industry is seen as a place for talented people of all backgrounds.

SUCCESS AS A WORKING MOTHER (OF DAUGHTER VICTORIA—AND TWIN BOYS)...

I have a supportive extended family, including my mother and mother-in-law, both of whom were working mothers and wonderful role models for me. But the key contributor to my success as a working mom has clearly been my husband. We're raising our children together—as a partnership. It's that approach to family that has enabled me to succeed.

THE FUTURE OF OMAHA...

Omaha is a traditional, all-American, Midwestern city—which is exhibiting tremendous growth and development. In turn, that's creating wonderful new opportunities for women. In my short three years in Omaha, I've met an incredible group of women professionals. With time and continued growth, I believe we will witness their rapid ascent to leadership positions.

THE COMPANY: Through its brokerage subsidiaries, TD AMERITRADE Holding Corporation provides a dynamic balance of investment products and services that further the "Independent Spirit" of individual investors.

- Founded: 1975
- Revenues (fiscal year ended 2007): \$2.18 billion
- Employees: 4,600

REFERENCE POINT: "The purpose of life is to live it, to taste experience to the utmost, to reach out eagerly and without fear for newer and richer experience." —Eleanor Roosevelt. It's the way I live my life each day.

GUILTY PLEASURE: Reading a good book on the beach—feet in the ocean, sun on my face.

NEAR & DEAR: Husband Michael Bernhart, daughter Victoria, 7, and identical twins Chris and Alex, 14.

EMERGENETICS® PROFILE: ■ Analytical, 29%; ■ Conceptual, 32%; ■ Structural, 10%; ■ Social, 28%

ADRIAN J. MINKS

Vice President, Essential Services,
Omaha Public Power District (OPPD)

Although Adrian J. Minks has learned from various mentors over the course of her career, she realizes upon reflection that these relationships, each in their own way, were leading to her ultimate understanding of one, overarching message: “The importance of courage,” says Minks, a member of ICAN’s board of directors. “Courage is to do the right thing—to step up to challenges, to have the crucial conversations and to stand up for your opinions and your people.” In work and life, they’re words to live by. In her current role, Minks oversees Essential Services, including five operational divisions, and OPPD’s recently launched Sustainable Energy & Environmental Stewardship division.

Adrian shares her thoughts ON...

OPPORTUNITY FOR WOMEN...

The electric utility industry provides a challenging environment for women. Many jobs are either technical or physically demanding in nature. But OPPD offers a wide range of careers—finance, customer service, information technology, etc.—and a great tradition of promoting from within to provide opportunities. Like many industries, women and minorities are making strides toward top management positions in electric utilities, but like many industries, there’s still a way to go.

ENGINEER GAP...

One of the biggest challenges to recruiting and retaining women in electric utilities is a shortage of female engineers. This industry rewards technical competence above all else. At OPPD, there’s a wealth of talented women in accounting, HR, finance and many other support functions—but we need more women in engineering and operations. To broaden the applicant pool, we offer internships and summer positions—and we recruit at minority-based colleges and form partnerships with community colleges.

HOW TO SUCCEED IN A MALE-DOMINATED CORPORATE CULTURE...

Learn to work within it, for two reasons. First, it’s the reality today in many businesses. Second, the best way to change any culture is from the inside.

Up CLOSE

THE COMPANY: Omaha Public Power District, a publicly owned electric utility in eastern Nebraska, serves a population of 738,000 people in 13 counties.

- Founded: 1946
- Annual revenues: \$740 million
- Employees: 2,320

DIVERSITY IS: Those things that make us different—whether it’s gender, race, age or education level—combined with those things that we have in common. Our differences help us enrich each others’ lives. What we have in common binds us together.

MOTIVATED BY: Other accomplished, effective people. I find I push myself to perform at new heights and

take on challenges when I see colleagues who are themselves doing those things.

NEAR & DEAR: Husband of 33 years, Jon.

EMERGENETICS® PROFILE: ■ Analytical, 25%; ■ Conceptual, 29%; ■ Structural, 23%; ■ Social, 23%

SUSAN K. KORTH

**Chief Operating Officer,
Methodist Women's Hospital**

Spiritual activist and author Marianne Williamson once said, "Help me to remember that my real job is to love the world back to health." For Susan K. Korth of Omaha's Methodist Women's Hospital—the area's first hospital dedicated to excellence in women's health care, which recently broke ground and will open to the public by late 2009—that's what her job is all about. As the top administrator for the 116-bed facility, part of the Methodist Health System, Korth will oversee construction, implementation of services and the hiring of additional personnel.

Susan shares her thoughts ON...

HEALTH CARE AND GENDER...

Historically, health care has been a leading force in breaking down gender barriers. While limitations in other industries have taken much longer to broach, women have been working as physicians for nearly 160 years. Currently, approximately 240 women physicians have privileges to practice at Methodist Hospital—more than 25% of the total physician population. Women are also making their way up health care's administrative and management levels. The only limits for women in health care are those they put upon themselves.

CHALLENGES TO RECRUITING AND RETAINING TALENTED WOMEN...

The main challenge: Sheer numbers. The number of available positions often exceeds the talent pool of qualified people—let alone women.

At the hospital, we do our best to overcome these shortages by offering qualified candidates a competitive salary and benefits. We've also made a concerted effort to recruit from both inside and outside the area. As an industry, more should be done in junior and senior high schools to expose girls to the sciences—and to the variety of jobs within health care. When you think of a career in health care, you're most likely to think of doctors and nurses—but there are so many more options.

FAMILY SUPPORT...

I was the only woman in the household while my husband and I were raising my boys—and my family has always been extremely supportive. I've earned all my degrees since I've been married. When I completed my master's degree, it was my youngest son who suggested that I go back for my Ph.D. He wanted to call me Dr. Mom.

Up CLOSE

THE COMPANY: Methodist Hospital, an affiliate of Methodist Health System, is a not-for-profit, 430-bed acute care hospital serving the Omaha-metropolitan area.

- Methodist Hospital, Founded: 1891
- Methodist Health System, Founded: 1982
- Hospital Employees: 439 physicians, 692 nurses, 2,237 employees

MOTIVATED BY: Put a challenge in front of me and I'm there.

NEAR & DEAR: Husband Kelly, sons Brian and Scott, daughter-in-law Jenn, granddaughter Hailey.

PERSONAL HEALTH CARE POLICY: Laughter, fun.

EMERGENETICS® PROFILE: ■ Analytical, 26%;
■ Conceptual, 39%; ■ Structural, 15%;
■ Social, 20%





KAREN BALDWIN

Former Senior Vice President,
Retail Banking Manager, Great Plains
Division, Bank of the West

It stands to reason that Karen Baldwin, who in her most recent position was responsible for Bank of the West's retail banking in four states, would have become a topflight executive in an industry whose uppermost ranks are still predominantly male. Baldwin's mother, Lucile Parsons Miller, was an aviation pioneer who earned her private pilot's license in the 1930s, then served as an air traffic controller in the Midwest during and after WWII. Breaking barriers? It's in Baldwin's blood. Baldwin, who recently retired, is also a past chair of ICAN's board of directors.

Karen shares her thoughts ON...

OVERCOMING A SCARCITY OF WOMEN AT THE TOP...

In the banking industry, the biggest challenge to recruiting women is that there aren't many top female banking executives. The bank's senior leadership is cognizant of that—and awareness is the first step. Women in senior roles are very supportive of up-and-coming leaders. And in my former division at the bank, a group of senior women leaders meets regularly to find ways to mentor and promote women.

FOLLOWING PASSIONS...

I once passed on a promotion, instead taking a demotion to pursue a different path within my company. In doing so, I discovered a new strength and passion. And my career advanced more quickly than if I'd traveled a more traditional route. As my mother taught me, don't be afraid to follow the path you're passionate about, even if you're confronted with roadblocks.

Up CLOSE

REFERENCE POINT: "Our lives begin to end the day we become silent about things that matter." —Martin Luther King, Jr. Those words clearly define my purpose as a leader for my company and community. As leaders, we must have a voice and a purpose.

NEAR & DEAR: Husband Ken, two sons, a daughter-in-law, and two grandsons.

EMERGENETICS® PROFILE: ■ Analytical, 16%; ■ Conceptual, 41%; ■ Structural, 2%; ■ Social, 41%

SUZANNE KIRK

Senior Vice President, Customer
& Branch Services Manager,
Bank of the West

Years ago, Suzanne Kirk, who's in charge of supporting the operations and products of Bank of the West's branch offices, came across something Eleanor Roosevelt said: *You gain strength, courage and confidence by every experience in which you really stop to look fear in the face.* Kirk summarily memorized the statement—reciting it whenever faced by some seemingly overwhelming situation. "It's amazing how much power it has to take away the fear and replace it with the energy and confidence to move forward," says Kirk, who is co-chair of the 2008 ICAN Women's Leadership Conference (www.icanomaha.org).

Suzanne shares her thoughts ON...

THE TOUGHEST—AND BEST—YEARS...

The best business decision I ever made was volunteering to start up a new department, the success of which was critical to the bank's overall success. I had no experience in the area, but I did have the support of the entire senior team. Those were by far the toughest two years of my life, but I learned in those two years what would have taken me 10 years to learn without the trial-by-fire.

GENDER DIVIDES...

I recently read, "Women Don't Ask: Negotiations and the Gender Divide," by Linda Babcock and Sara Laschever, who explore gender roles and stereotypes—investigating the reasons why women don't fight them and how that hurts us. They also explain that women in all age groups—not just boomers—are not negotiating salaries commensurate with their worth. It's frustrating and sad—but the book provides some great insight into the problem of gender inequality.

Up CLOSE

THE COMPANY: Bank of the West, one of the top 25 commercial banks in the U.S., offers a full range of banking services, operating more than 700 branch banking locations and commercial banking offices in 19 states.

- Founded: 1874
- 2006 net income: \$572 million
- Employees: 10,750

NEAR & DEAR: Husband Gary, son Andy, 23.

MOTIVATED BY: Producing tangible results. Seeing individuals on my team design better ways of working. And money motivates me. There, I said it.

EMERGENETICS® PROFILE: ■ Analytical, 10%; ■ Conceptual, 45%; ■ Structural, 2%; ■ Social, 42%

CONNIE SPELLMAN

Director, Omaha by Design

When Connie Spellman was growing up in a small Nebraska town, Omaha was seen as a big and scary city. She left that opinion behind as soon as she moved there. Today, Spellman helps design the city. At Omaha by Design, she facilitates connections between the public and private sectors to launch urban design initiatives that improve the quality of Omaha’s natural and built environments. The organization’s projects have made Omaha the first U.S. city of its size to develop and implement a comprehensive urban design plan.

Connie shares her thoughts ON...

URBAN DESIGN AND PUBLIC HEALTH...

In Omaha, our downtown area has seen more than \$1.5 billion in redevelopment investment. But I believe the entire city deserves that same level of attention paid to how our spaces look and feel—in part because there’s such a strong connection between public health and design. People who are less dependent on the automobile lead healthier lifestyles, for instance. If we can’t walk to school or a neighborhood store, we have to ask: How can we return to the way cities were originally designed—when the 10-minute walk determined the organization of civic, retail and residential areas?

OUR LOST CONNECTION TO NATURE...

In “Last Child in the Woods,” author Richard Louv drives home how disconnected we’ve become from nature. With Omaha by Design’s new focus on facilitating sustainability within Omaha’s natural and built environments, we’d like to help reestablish that connection. In one example, we’ve forged partnerships to initiate the Cole Creek Restoration Project, which aims to enhance this local creek—an underutilized asset—for recreational and educational use.

CITIZEN POWER...

Cultural anthropologist Margaret Mead once said: “Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.” I’m privileged to witness the truth of her statement every day—as small groups of thoughtful, committed citizens are indeed changing our city.



Up CLOSE

THE COMPANY: Omaha by Design, an initiative of the Omaha Community Foundation, is a privately funded organization dedicated to changing the face of Omaha through urban design and citizen engagement.

- Founded: 2001
- Annual budget: \$200,000 (Private donations fund operational expenses, and fundraising is conducted for the execution of individual projects.)
- Employees: Full-time director, program manager and a base of volunteers who help execute projects for a better Omaha.

NEAR & DEAR: Husband Rick, three children, and grandchildren Roan, 6, Teagan, 18 months, and Lorenzo, 15 months.

REFERENCE POINT: Marian Ivers, former executive VP of the Greater Omaha Chamber of Commerce (and one of ICAN’s founders), taught me never to be afraid to take a risk if it’s for something I believe in. At Omaha by Design, we’re doing so many things that haven’t been done before that I think of that advice all the time.

EMERGENETICS® PROFILE: ■ Analytical, 18%; ■ Conceptual, 50%; ■ Structural, 10%; ■ Social, 21%

SHARON CARLETON

President, Ervin & Smith and SheHive



Nearly 15 years ago, the advertising and public relations agency Ervin & Smith decided to grant one of its first internships to a promising college student. Seven months before her graduation, the agency offered her a copywriting job. Talk about a smart hire. Sharon Carleton, former intern, is today the agency's president, having risen quickly through the ranks to gain experience in virtually every business function at the company. Under Carleton's leadership, the agency developed companywide expertise in gender marketing, launching SheHive, a division focused exclusively on marketing to women.

Sharon shares her thoughts ON...

COMMUNICATORS AND CAREGIVERS...

Like most fields, the marketing and communications industry was predominantly male for a number of decades. Over the years, it's attracted more and more women because we're natural communicators and caregivers. Now, so many women are in the business that it's sometimes called a "pink-collar industry." This influx of women—and the creative nature of our business—has increased diversity in the industry's lower layers. Where it could really improve is in identifying and retaining more diverse talent, so that women have more opportunities to lead at the highest levels.

QUITTING SMARTER...

I recently heard a great, national keynote speaker, Cynthia "Cy" Wakeman, who said: "Women are terrible quitters, especially when it comes to quitting jobs where we're not appreciated." I think

this is true. If more women would leave jobs where their work and intelligence isn't taken into account as much as their gender, companies would have to start reevaluating their entire culture just to survive. (Wakeman will be a featured speaker at the 2008 ICAN Women's Leadership Conference.)

MAKING IT WORK FOR MOMS (AND EVERYONE ELSE)...

Keeping talented women engaged once they have children can be especially challenging for companies with fewer than 50 employees, like ours. But after losing a lot of moms over the years, we tested a few options—including flexible work scheduling, telecommuting and a variety of medical- and family-leave options—to see how we could make it work. In most cases, we found that the return in loyalty for giving women a little more flexibility is tenfold. The best part: All employees, not just moms, appreciate the flexibility.

Up CLOSE

THE COMPANY: Advertising and public relations agency Ervin & Smith provides expertise in all areas of marketing and communications. Its SheHive division focuses exclusively on marketing to women. Atypical for a 25-year-old marketing and public relations firm, Ervin & Smith's top five executives are women.

- Founded: 1983
- Employees: 38

FAVORITE QUOTE: "We don't see things as they are, we see things as we are."—Anaïs Nin. We seem to forget that—based on our origins and experiences—we're all biased. This is the root of all misunderstandings, large and small.

NEAR & DEAR: Husband Brit, children Drew, 7, and Elaina, 5.

GUILTY PLEASURE: Catching up on TiVo'd Oprah right before I go to sleep. My husband says he can't take any more soul-searching. (But I know deep down he loves it.)

EMERGENETICS® PROFILE:

- Analytical, 24%; ■ Conceptual, 42%;
- Structural, 17%; ■ Social, 18%



PAMELA HERNANDEZ

Senior Vice President, Operations and Strategy Management, Woodmen of the World Life Insurance Society

Up CLOSE

THE COMPANY: Woodmen of the World Life Insurance Society, a fraternal benefit organization, has more than 785,000 members. Together with its subsidiaries, Woodmen of the World offers life insurance, annuities, mutual funds and 529 college savings plans.

- Founded: 1890
- Annual revenues: \$978 million
- Employees: Omaha home office, 675 U.S. sales representatives, 1,200

NEAR & DEAR: Husband Rod, daughters Alise, 20, and Chelsea, 15.

SUSTAINABILITY IS: Being able to do something today, tomorrow, the day after and the day after that. Anyone can have “moments of excellence.” Having hours, days and years of excellence—that’s sustainability.

REFERENCE POINT: “The truth shall set you free.” —John 8:31-32. In my life, most of my discomfort or stress comes from not being truthful with myself or others. When I feel uncomfortable about a situation, I ask myself, “What am I not being truthful about?”

EMERGENETICS® PROFILE:

- Analytical, 16%; ■ Conceptual, 60%;
- Structural, 3%; ■ Social, 21%

When asked to recall her most important mentors, Pamela Hernandez thinks of her father. “He always told us that people care about your potential for only so long,” she says. “Then they expect results.” Hernandez took that advice to heart—and to work, focusing on producing tangible results in every position she’s ever held. At Woodmen of the World, Hernandez is responsible for the company’s five operational divisions, in addition to managing strategy at the executive level.

Pamela shares her thoughts ON...

AVOIDING THE TENDENCY TO HIRE “PEOPLE LIKE US”...

About three years ago, when I was VP of Human Resources, we initiated a talent management process to address our president’s concern about succession planning. To identify potential successors, we developed a formalized assessment based on core competencies in which our associates need to be fluent. In our first round, we identified 30 individuals. Twenty-one were women. It’s normal to be attracted to people like ourselves. With a formalized process, we’re less likely to identify successors on the basis of traits we see in ourselves—whether that’s race or gender, age or style.

ATTITUDES TOWARD WORKING MOMS...

At Woodmen of the World, we have paid maternity leave, flex time, and we’re

experimenting with different work-at-home options. But beyond specific initiatives, I’ve seen attitudes change. Last year, a group of leadership development candidates made a presentation to our executive team. One candidate came in from maternity leave and gave her presentation—*holding her newborn in her arms*. The executives didn’t bat an eye. Ten years ago, that wouldn’t have happened.

THE “BIG PICTURE”...

When I was young, I’d watch my mother, an art teacher, grade her students’ drawings. Nothing made her angrier than when students drew tiny pictures in the corner of a page. They were afraid that if they drew larger, she’d see their mistakes. “If you’re going to make a mistake,” she’d turn to me and say, “make it big.”

ROBIN NAKAMURA

Senior Vice President, eBusiness, First National Bank of Omaha

Over the course of her far-ranging career, Robin Nakamura has founded two companies and worked in Japan. Today, she's responsible for Internet strategy across First National Bank of Omaha. And throughout her varied experiences—from Tokyo to Omaha—Nakamura has maintained a belief that financial services is exactly that—a service to help people make informed decisions and gain control over their livelihoods.

Robin shares her thoughts ON...

FINDING CONNECTIONS...

My advice to women who feel challenged by a male-dominated corporate culture: Don't let the environment define you. Find something you share in common to create a connection—and determine how your qualities offer a unique perspective. Then, deliver results and let your track record speak for itself.

LEARNING THE LANGUAGE....

I worked in Tokyo for 10 years at a Japanese bank. I'm not a native of Japan, so I had to learn Japanese for the job. In addition to the language difference, I faced other obstacles, including different views on women's and men's roles at the workplace. But through hard work and my commitment to building strong relationships, I saw success and was rewarded for my results. Over time, I realized my unique qualities—as a woman and a Japanese American—became my advantages.

Up CLOSE

THE COMPANY: First National Bank of Omaha is a subsidiary of First National of Nebraska Inc., the largest private banking company in the U.S. First National of Nebraska Inc., and its affiliates have \$20 billion in managed assets. For six consecutive years, the bank was included in *Working Mother* magazine's list of the 100 Best Companies for Working Women.

- Founded: 1857
- Employees: 7,500 across the U.S. Of those, 4,000 work for First National Bank of Omaha.

DIVERSITY IS: The capacity to embrace all people, living things, and ways of being within reasonable limits.

SUSTAINABILITY IS: The ability for all people and all living things to continue life in a dignified way within a balanced global environment.

NEAR & DEAR: Husband Darby.

EMERGENETICS® PROFILE: ■ Analytical, 35%; ■ Conceptual, 37%; ■ Structural, 13%; ■ Social, 16%

